Glossary of Project Management Terms

Term	Definition
Agency	A formally organized unit of government having administrative, programmatic, legal, fiduciary, and regulatory functions ascribed to it through Legislation, Federal mandate, or other means and for which it receives or generates revenue.
Assumptions	Assumptions are factors that, for planning purposes, are considered to be true, real, or certain. Assumptions affect all aspects of project planning, as are part of the progressive elaboration of the project. Project teams frequently identify, document, and validate assumptions as part of their planning process. Assumptions generally involve a degree of risk.
Backup Package	A backup package consists of all the related supporting documentation for expenditures required to successfully pass an audit.
Business Alignment	Strategic business alignment represents an agency's capability to coordinate all the activities of its components for the purpose of achieving its objectives. A key to the success of any project is its alignment with the strategic direction of the sponsoring organization.
Business Case	The information necessary to enable approval, authorization and policy making bodies to assess a project proposal and reach a reasoned decision.
Change Control Board (CCB)	A formally constituted group of stakeholders responsible for approving or rejecting changes to the project baselines.
Communication	The transmission and validated receipt of information so that the recipient understands what the sender intends, and the sender is assured that the intent is understood.
Communications Management Plan	A plan describing the organization and control of information transmitted by whatever means to satisfy the needs of the project. It includes the processes of transmitting, filtering, receiving and interpreting or understanding information using appropriate skills according to the application in the project environment. It is at once the master and the servant of a project in that it provides the means for interaction between the many disciplines, functions and activities, both internal and external to the project, and which together result in the successful completion of that project.
Configuration Management (CM)	Technical and administrative activities concerned with the creation, maintenance and controlled change, throughout the life of the product, of an item's descriptive and governing characteristics, which can be expressed: 1. In functional terms, i.e. what performance the item is expected to achieve, and 2. In physical terms, i.e. what the item should look like and consist of when it is completed.
Consequences	The results following some activity or activities.
Constraints	Applicable restrictions that will affect the performance of the project. Any factor that affects when an activity can be scheduled.
Continuous Quality Improvement (CQI)	Constantly striving to make things better, which is a particular aim of a Quality Assurance Program
Contract Administration	Managing the relationship with the seller
Contract Review	Monitoring and control of performance and progress, making payments, recommending modifications and approving contractor's actions to ensure compliance with contractual terms during contract execution.
Contract Closeout	Completion and settlement of the contract, including resolution of any open items.
Cost Analysis	The analysis of the cost elements of a proposal or on-going work. It includes verification of cost data, evaluation of all elements of costs, and projection of these data to determine the effect on price.
Cost Control System	Any system of keeping costs within the bounds of budgets or standards based

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	upon work actually performed.
Cost Variance (CV)	1) Any difference between the budgeted cost of an activity and the actual cost of that activity. 1) In earned value, EV (Earned Value) less ACWP (Actual Cost of Work Performed) or
Crashing	Taking action to decrease the total project duration after analyzing a number of alternatives to determine how to get the maximum duration compression for the least cost.
Critical Path Analysis	Procedure for calculating the critical path and floats in a network.
Critical Path Method (CPM)	A network analysis technique used to predict project duration by analyzing which sequence of activities (which path) has the least amount of schedule flexibility (the least amount of float). Early dates are calculated by means of a forward pass, using a specified start date. Late dates are calculated by means of a backward pass, starting from a specified completion date (usually the forward pass' calculated early finish date.
Deliverable	Any measurable, tangible, verifiable outcome, result, or item that must be produced to complete a project or part of a project. Often used more narrowly in reference to an external deliverable, which is a deliverable that is subject to approval by the project sponsor or customer
Deliverable/Product Verification	The measurement of physical properties stated in the specifications for a product/deliverable and compare them with the values for each requirement documented in the product specifications.
Delphi Technique	A process where a consensus view is reached by consultation with experts. Often used as an estimating technique.
Design Reviews	A formal, documented, comprehensive and systematic examination of a design to evaluate the design requirements and the capability of the design to meet these requirements and to identify problems and propose solutions.
Documentation	The collection of reports, user information and references for distribution and retrieval, displays, back-up information and records pertaining to the project.
Earned Value	The physical work accomplished plus the authorized budget for this work. The sum of the approved cost estimates (may include overhead allocation) for activities (or portions of activities) completed during a given period (usually project-to-date). Previously called budgeted cost of work performed (BCWP) for an activity or a group of activities.
Engineering or Design Change Notice (ECN)	The formal release of an engineering or design change.
Engineering or Design Change Proposal (ECP)	A proposal submitted by the seller in response to a buyer's request for an ECP to change the existing contract effort. Only the buyer can initiate the request for an Engineering Change Proposal. This activity is usually preceded by a Request For Change. The user, buyer, or the seller can initiate a Request For Change to the contract. It is an exploratory activity.
Executive Sponsor	The sponsor is an executive responsible for the strategic direction of a project. An Executive Sponsor should have the authority to define project goals, secure resources, and resolve organizational and priority conflicts. Multiple studies indicate a direct correlation between the lack of project sponsorship and project failure. Well-meaning but costly mistakes include substituting a steering committee for a sponsor, and assuming that a big-budget and highly visible project does not need a formal sponsor. The Executive Sponsor's primary role is to: • Champion IT projects from initiation to completion • Participate in the development and selling of the project business case • Present overall vision and priorities for the project • Assist in determining final funding and project direction • Serve as executive liaison to key State stakeholders, e.g., legislators,

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	Agency directors and managers • Chair the project steering committee
External Project Management Roles	Roles assigned to the project manager that are not directly associated with the work of the project.
Formal Acceptance	Accepting the delivery of a deliverable or product according to established processes normally based on verifying that it is in accordance with the Product Description or specifications of the Project Deliverable.
Gantt Chart or Schedule	A graphic display of schedule-related information. In the typical Gantt or bar chart, activities or other project elements are listed down the left side of the chart, dates are shown across the top, and activity durations are shown as date-placed horizontal bars.
Information Distribution	Making needed information available to project stakeholders in a timely manner.
Internal Project Management Roles	Roles assigned to the PM or PM team directly related to the work of the project.
Knowledge Management	The acquisition, management and distribution of relevant information to the parties who need to know.
Lessons Learned	The learning gained from the process of performing the project. Lessons learned may be identified at any point. Also considered a project record.
Life-Cycle	A collection of generally sequential project phases whose name and number are determined by the control needs of the organization or organizations involved in the project.
Milestones	Significant events in the project, usually including the completion of a major deliverable.
Modeling	The creation of a physical representation or mathematical description of an object, system or problem that reflect the functions or characteristics of the item involved. Model building may be viewed as both a science and an art.
MOU	Any written agreement-in-principle describing how a commitment will be administered.
Multi-Attribute Utility	Mathematical tools for defining and comparing alternatives to assist in decision-making about complex alternatives, especially when groups are involved. They are designed to answer the question, "What is the best choice?" The models are based on the assumption that the apparent desirability of a particular alternative depends on how its attributes are viewed.
Network Diagram	A schematic display of the sequential and logical relationship of the activities which comprise the project. Two popular drawing conventions or notations for scheduling are arrow and precedence diagramming.
Organizational Breakdown Structure (OBS)	A depiction of the project organization arranged so as to relate work packages to organizational units.
Organizational Change Management	The task of organizational change management is to bring order to an organization that is responding to a change event. It is not pretending that change is or can always be well organized and disciplined.
Performance Indexes	Project planning and status indicators that periodically measure variances (usually cost and schedule) and require documented corrective actions to eliminate the variances that exceed predetermined thresholds.

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PERT	Program Evaluation and Review Techniques (PERT). An event-oriented network analysis technique used to estimate program duration when there is uncertainty in the individual activity duration estimates. PERT applies the critical path method, using durations that are computed by a weighted average of optimistic, pessimistic, and most likely duration estimates. PERT computes the standard deviation of the completion date fromthose of the path's activity durations. Also know as the Method of Moments Analysis.
PMBOK®	Project Management Body of Knowledge® An inclusive term that describes the sum of knowledge within the profession of project management. As with other professions—such as law, medicine, and accounting—the body of knowledge rests with the practitioners and academics that apply and advance it. The PMBOK® includes proven, traditional practices that are widely applied, as well as innovative and advanced ones that have seen more limited use.
Probability	The likelihood of occurrence. The ratio of the number of chances by which an event may happen (or not happen) to the sum of the chances of both happening and not happening.
Procurement Liaison	In some governmental entities, this person is designated to be responsible for the procurement functions for the agency and acts a liaison with the Materials Management Office and/or the Information Technology Management Office.
Procurement Planning	Determining what to procure and when.
Product-oriented WBS	A project's product components or elements that make up the overall deliverable assembled into some hierarchical arrangement that facilitates project management tracking and control.
Project Baseline Control	Established baselines for scope, cost and schedule under some form of version control. Once the project has been contained in these three dimensions, it can be measured, monitored and controlled. If a project does not have such baseline management, it cannot be managed and measured as a closed system, and must be therefore considered to be out of control.
Project Budget	The amount and distribution of money allocated to a project.
Project Champion/Leader	The person who espouses the project and secures for it necessary support and resources. See also Project Sponsor.
Project Change Management	Management of approved changes to project work content caused by a scope of work change or a special circumstance on the project (weather, strikes, etc.).
Project Charter	A document issued by senior management that formally authorizes the existence of a project. It provides the project manager with the authority to apply organizational resources to project activities.
Project Control Plan	A plan describing a sequence of activities which are used to steer the project towards conformance with project requirements
Project Deliverable(s)	Any measurable, tangible, verifiable outcome, result, or item that must be produced to complete a project or part of a project. Often used more narrowly in reference to an external deliverable, which is a deliverable that is subject to approval by the project sponsor or customer.
Project Leadership	Leadership in the context of a project, e.g. leading with a focus on the project's goals and objectives and the effectiveness and efficiency of the process.
Project Management Principles	Tools, processes, skills and behaviors that are used to guide project performance.
Project Manager (PM)	The individual responsible for managing a project.
Project Objectives	Project scope expressed in terms of outputs, required resources and timing.
Project Organization	The orderly structuring of project participants.
Project Organizational Chart	A graphical display of the project's organization structure.

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Project Plan	A formal, approved document used to guide both project execution and project control. The primary uses of the project plan are to document planning assumptions and decisions, facilitate communication among stakeholders, and document approved scope, cost, and schedule baselines. A project plan may be summary or detailed.
Project Procurement	The processes required to acquire goods and services to attain project scope from outside the performing organization. It consists of procurement planning, solicitation planning, solicitation, source selection, contract administration, and contract closeout.
Project Repository	A place (either physical or virtual) established for the consistent and effective storage and retrieval of all project information for the efficient use by the project manager and his/her project Team.
Project Reviews, ,	An evaluation of current project results or procedures.
Project Schedule	The planned dates for performing activities and the planned dates for meeting milestones.
Project Scope	The work that must be done to deliver a product with the specified features and functions.
Project/Executive Sponsor	The person who has ultimate authority over the project. The executive sponsor provides project funding, resolves issues and scope changes, approves major deliverables and provides high-level direction. They also champion the project within their organization. Depending on the project, and the organizational level of the executive sponsor, they may delegate day-to-day tactical management to a project sponsor. If assigned, the project sponsor represents the executive sponsor on a day-to-day basis, and makes most of the decisions requiring sponsor approval. If the decision is large enough, the project sponsor will take it to the executive sponsor.
Project Team Building	The forming of a group of people into a team that is to work together for the benefit of the project. It can be achieved in a formal manner by use of startup meetings, seminars, workshops, etc. and in an informal manner by getting the team to work well together. Motivating and resolving conflicts between individual members of the team are important elements of teamwork. Cultural characteristics of the team members should be given full consideration. Different cultures create different working needs.
Project Team Designation	The full-time and part-time resources assigned to work on the deliverables of the project, and achieve the project objectives. They are responsible for: • Understanding the work to be completed • Planning out the assigned activities in more detail if needed. • Completing assigned work within the budget, timeline and quality expectations • Informing the Project Manager of issues, scope changes, risk and quality concerns • Proactively communicating status and managing expectations The project team can be made up from within one functional department or organization, or from many. A cross-functional team has members from multiple departments or organizations, and typically involves matrix management.
Projectized Organization	Any organizational structure in which the project manager has full authority to assign priorities and to direct the work of individuals assigned to the project.
Quality Assurance (QA)	1) The process of evaluating overall project performance on a regular basis to provide confidence that the project will satisfy the relevant quality standards. 2) The organizational unit that is assigned responsibility for quality control.

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Quality Control (QC)	1) The process of monitoring specific project results to determine if they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory performance. 2) The organizational unit that is assigned responsibility for quality control.
Quality Management	That aspect of the overall management function that determines and implements the quality policy.
Quality Management Plan	A document setting out the specific quality practices, resources and sequence of activities relevant to a particular product, service, contract or project.
Quality Measurement	See Quality Metrics
Quality Metrics	The tools and techniques of quality measurement that include: benefit/cost analysis, benchmarking, flowcharting, both cause and effect diagrams and system or process charts, design of experiments, and cost of quality.
Quality Plan	A plan identifying which quality standards are relevant to the project, and determining how to satisfy them.
Requirements Specifications	An information vehicle that provides a precise description of a specific physical item, procedure, or result for the purpose of purchase and/or implementation of the item or service.
Responsibility Assignment Matrix (RAM)	A structure that relates the project organization structure to the work breakdown structure to help ensure that each element of the project's scope is assigned to a responsible individual.
Risk Assessment	The process of identifying potential risks, quantifying their likelihood of occurrence and assessing their likely impact on the project.
Risk Avoidance	Risk avoidance is changing the project plan to eliminate the risk or to protect the project objectives from its impact. It is a tool of the risk response planning process.
Risk Evaluation Checklist	A template designed to assist the project manager in an assessment of the risks associated with the project.
Risk Identification	Determining which risks might affect the project and documenting their characteristics. Tools used include brainstorming and checklists.
Risk Management	An organized assessment and control of project risks.
Risk Management Plan	Documents how the risk processes will be carried out during the project. This is the output of risk management planning.
Risk Metrics	The tools and techniques for risk monitoring and control. They include: project risk response audits, periodic project risk reviews, earned value analysis, technical performance measurement, and additional risk response planning.
Risk Mitigation	Risk mitigation seeks to reduce the probability and/or impact of a risk to below an acceptable threshold.
Schedule Control System	A system for controlling changes to the project schedule.
Schedule Estimating/Development	Determining the start and finish dates for project activities, using tools and techniques that include mathematical analysis (CPM, GERT, and PERT), duration compression, simulation, resource leveling, project management software and coding structure.
Schedule Management System	A system for the management or rearrangement of the activities in a project schedule to improve the outcome based on the latest available information.
Schedule Tracking	A process of periodically documenting the factors affecting time constraint status during the course of a project.
Schedule Variance	1)_ Any difference between the scheduled completion of an activity and the actual completion of that activity. 2) In earned value, EV less BCWS = SV.
Scope Definition	Subdividing the major deliverables into smalle r, more manageable components to provide better control.
Scope Management Plan	A plan describing the management of the project's scope, from given goals and objectives, through explicit definition, to production, to satisfactory

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	delivery of the required product.
Scope Statement	The scope statement provides a documented basis for making future project decisions and for confirming or developing common understanding of project scope among the stakeholders. As the project progresses, the scope statement may need to be revised or refined to reflect approved changes to the scope of the project.
Sensitivity Analysis	A method of testing the degree of sensitivity of a system, whether physical or notional, to incremental changes to its variables. This analysis enables the determination of those variables that are the most significant, and possibly the selection of the best or optimal settings or solution to a problem.
Simulations	A simulation uses a project model that translates the uncertainties specified at a detailed level into their potential impact on objectives that are expressed at the level of the total project. Project simulations use computer models and estimates of risk at a detailed level, and are typically performed using the Monte Carlo technique.
Staffing Plan	A plan that identifies competent people suited to the various types of work involved in the project that becomes the basis for determining the project team.
Stakeholder	Individuals and organizations that are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or project completion. They may also exert influence over the project and its results.
Stakeholder Management Plan	A plan for the management of expectations of the people who have a vested interest in the outcome of the project.
Statement of Work (SOW)	A description of all the work required to complete a project, which is provided by the customer.
Status Report	A written report given to both the project team and to a responsible person on a regular basis stating the position of an activity, work package, or whole project. Status Reports should be used to control the project and to keep management informed of project status.
Strong Matrix Organization	Any organization having more characteristics of a projectized organization than a functional organization. That is, more full-time project mangers with considerable authority and full-time project administration staff.
Total Quality Management (TQM)	A common approach to implementing a quality improvement program within an organization.
Variance	Any actual or potential deviation from an intended or budgeted figure or plan. A variance can be a difference between intended and actual time. Any difference between the projected duration for an activity and the actual duration of the activity. Also, the difference between projected start and finish dates and actual or revised start and finish dates.
Walk-Throughs	Either • The examination of the quality of an operational procedure or test by simulating the actual execution but bypassing high risk or expensive operations. It ensures that personnel and equipment are ready to carry out the real thing, or • A peer group mentally stepping through software design and logic flow with test cases to identify errors.
Work Breakdown Structure (WBS)	A deliverable-oriented grouping of project elements that organizes and defines the total work scope of the project. Each descending level represents an increasingly detailed definition of the project work.
Work Package	A deliverable at the lowest level of the work breakdown structure, when that deliverable may be assigned to another project manger to plan and execute. This may be accomplished through the use of a subproject where the work

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	package may be further decomposed into activities.